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**State of Washington  
Department of Labor and Industries**

**Human Resource  
Management Report**

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October 2009

# Managers' Logic Model for Workforce Management



# Executive Summary

Labor & Industries

Performance Measure	Status	Action Priority <sup>e</sup>	Comments
<b>PLAN &amp; ALIGN WORKFORCE</b>			
Management profile <sup>a</sup>	5.6% = "Managers"; 5.1% = WMS only		WMS control point = 4.9%
% employees with current position/competency descriptions <sup>b</sup>	100.00%		
<b>HIRE WORKFORCE</b>			
Average Time to Hire Funded Vacancies <sup>c</sup>	31.7 avg days to hire (of 206 vacancies filled)	M	Hiring freezes affected.
Candidate quality ratings <sup>c</sup>	Not measured by Labor & Industries at this time.		
Hiring balance (% types of appointments) <sup>c</sup>	37% promo; 37% new hires; 13% transfers; 2% exempts; 11% other		
Number of separations during post-hire review period <sup>c</sup>	21		
<b>DEPLOY WORKFORCE</b>			
Percent employees with current performance expectations <sup>b</sup>	88.40%	H	Training to address.
Overtime usage: (monthly average) <sup>c</sup>	.56 hours (per capita); 4.5% of EEs receiving OT		
Sick leave usage: (monthly average) <sup>c</sup>	6.4 hours (per capita)		
# of non-disciplinary grievances <sup>c</sup>	38 grievances		
# of non-disciplinary appeals & Dir's Reviews filed <sup>c</sup>	0 appeals, 2 Director's Reviews		
<b>DEVELOP WORKFORCE</b>			
Percent employees with current individual training plans <sup>b</sup>	38.40%	H	Training to address.
<b>REINFORCE PERFORMANCE</b>			
Percent employees with current performance evaluations <sup>b</sup>	98.20%		
Number of formal disciplinary actions taken <sup>c</sup>	29		
Number of disciplinary grievances and appeals filed <sup>c</sup>	16 grievances; 14 appeals		
<b>ULTIMATE OUTCOMES</b>			
Turnover percentages (leaving state service) <sup>c</sup>	6.00%		
Diversity Profile <sup>a</sup>	59% female; 18% people of color; 79% 40+; 6% with disabilities		
Employee survey overall average rating <sup>d</sup>	3.89, 1343 survey responses		

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

## Management Profile

Agency Priority: Medium-Low

## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

#### Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

**WMS Employees Headcount = 135**

**Percent of agency workforce that is WMS = 5.1%**

**All Managers\* Headcount = 148**

**Percent of agency workforce that is Managers\* = 5.6%**

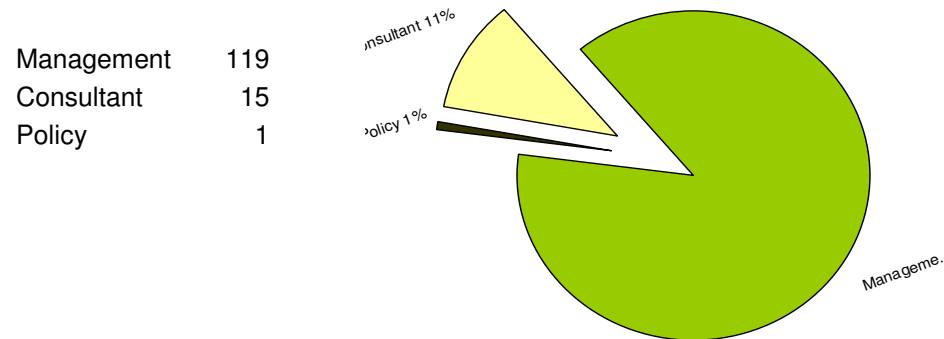
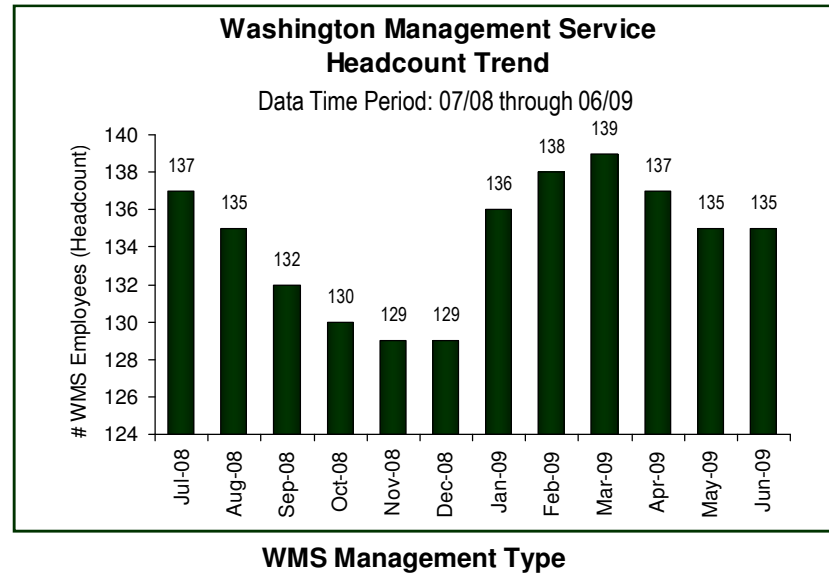
\* In positions coded as "Manager" (includes EMS, WMS, and GS)

### Analysis:

- **WMS Control Point: 4.9%**
- Historical average is 5.1%.

### Action Steps: (What, by whom, by when)

- OHR continues to monitor and report monthly.
- Petition to increase at first opportunity.



Data as of 06/09  
Source: DOP HRMS BI

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Management profile  
Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

Agency Priority: High

**Percent employees with current position/competency descriptions = 100%\***

\*Based on 2659 of 2659 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Performance evaluation process includes certification of review or update to position descriptions.
- This measure has increased 13% over last year.

## Action Steps: (What, by whom, by when)

- OHR continues to monitor and report monthly.

Data as of 06/09  
Source: L&I

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-hire vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-Hire / Candidate Quality

Agency Priority: Medium-High

### Time-to-Hire Funded Vacancies

Average number of days to hire*:	31.7
Number of vacancies filled:	206

\*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: [High/Medium/Low]

### Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?\*

**\*L&I does not gather or track this information.**

Number = N/A Percentage = N/A%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = N/A Percentage = N/A%

Hiring managers indicating "no":

Number = N/A Percentage = N/A%

## Analysis:

- The number of Vacancies Filled is reduced from last year by 64% (206 versus 584), due primarily to two lengthy hiring freezes.
- The Time to Hire measure increased by 6% (31.7 days versus 29.8 days), due also to hiring curtailment.

## Action Steps: (What, by whom, by when)

- L&I has launched "Careers at L&I," an internal program aimed at improving awareness of career opportunities and identifying requirements for training and development of existing staff.
- L&I staff is working closely with Department of Personnel staff on procurement of statewide applicant tracking and reporting system.
- OHR continues to monitor and report monthly.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

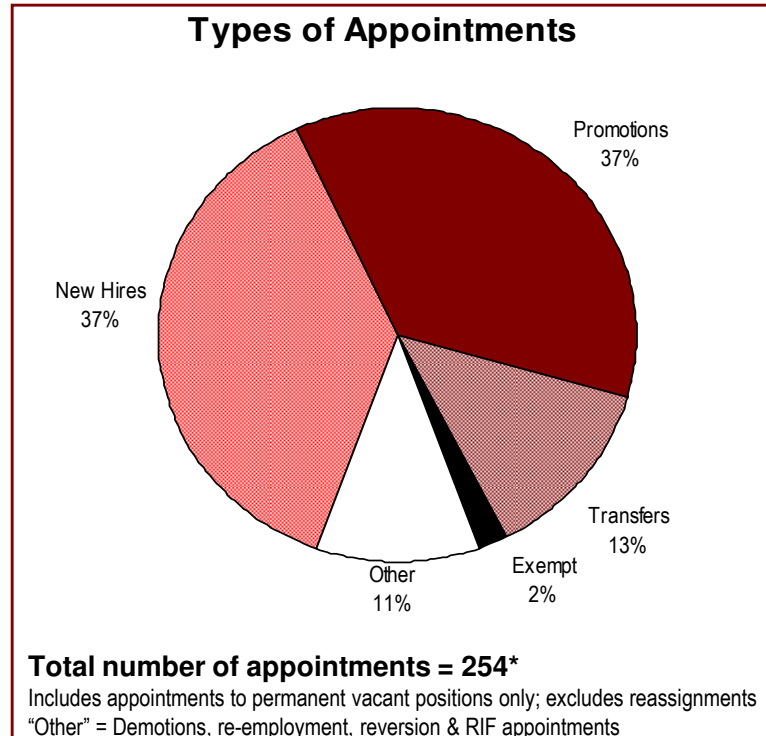
Time-to-hire vacancies  
Candidate quality

**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

## Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: [High/Medium/Low]

Separation During Review Period	
Probationary separations – Voluntary	6
Probationary separations – Involuntary	12
<i>Total Probationary Separations</i>	<i>18</i>
Trial Service separations – Voluntary	3
Trial Service separations – Involuntary	0
<i>Total Trial Service Separations</i>	<i>3</i>
<b>Total Separations During Review Period</b>	<b>21</b>

Data Time Period: 07/08 through 06/09  
Source: DOP HRMS BI

## Analysis:

- Demotions, reversions, RIFs and re-employments more than doubled from last year, (11% versus 5%) due primarily to reductions in force necessitated by funding reductions. Other percentages remained static, with an overall 55% reduction in appointments of all types.
- The number of review period separations decreased 22%.

## Action Steps: (What, by whom, by when)

- OHR continues to monitor and report monthly.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

### Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

## Current Performance Expectations

Agency Priority: High

**Percent employees with current performance expectations = 88.4%\***

\*Based on 1844 of 2086 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- The measure is increased 2% from last year (88.4% versus 87%).
- The slight increase is due to a revised performance review process with less-than-optimal emphasis on written expectations or written development plans.
- Emphasis this cycle was on written evaluations, completion of which reached 98.2%.

## Action Steps: (What, by whom, by when)

- Training and plain-talked forms promise a significant improvement in the 2009-2010 performance year.
- OHR continues to monitor and report monthly.



# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

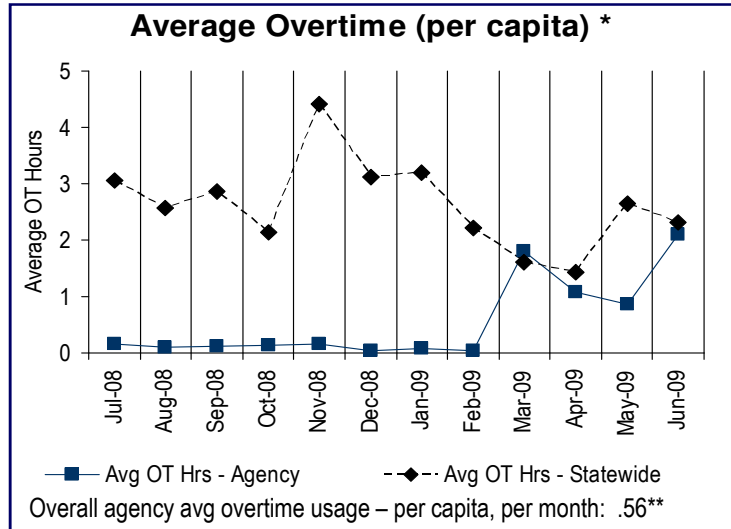
## Overtime usage

Sick leave usage

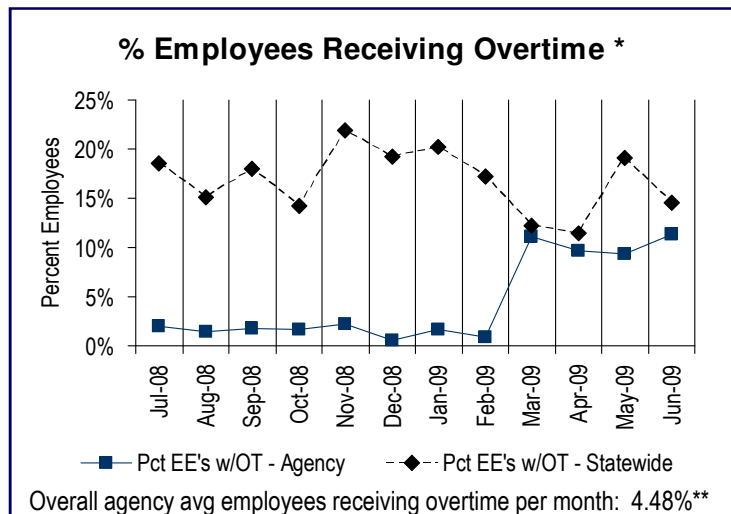
Non-disciplinary grievances/appeals filed and disposition (outcomes)

## Overtime Usage

Agency Priority: Low



\*\*Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



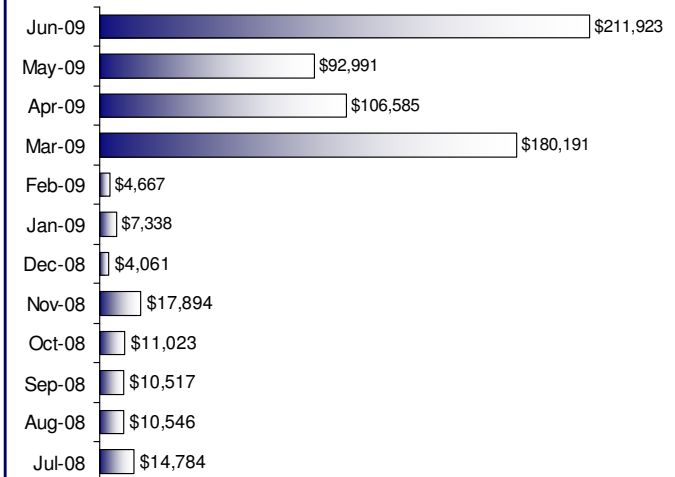
\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

\*Statewide overtime values do not include DNR

Data Time Period: 07/08 through 06/09

Source: DOP HRMS BI

## Overtime Cost - Agency



## Analysis:

- Overtime costs increased dramatically with the announcement of the first of two hiring freezes for state government.
- Average overtime spending rose 1,364% in the period Mar – Jun 09, over average spending in the first two-thirds of the year.
- The number of employees receiving overtime payments increased 23% (3.65% to 4.48%), still significantly below the statewide average of 16.84%.

## Action Steps: (What, by whom, by when)

- L&I implemented a staffing review committee to approve all appointments. Staffing plans are reviewed semi-monthly and revised according to funding and other controlling factors.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

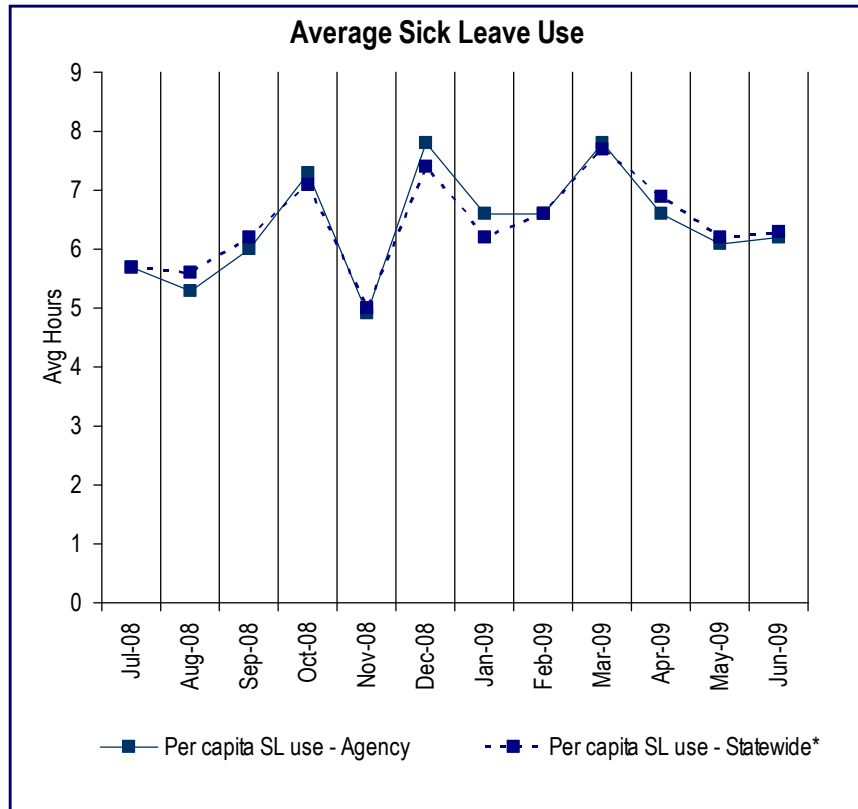
Overtime usage

## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Medium

## Sick Leave Usage



## Analysis:

- Average sick leave use by L&I employees matches average sick leave use by state employees generally.
- Average sick leave balances, however, for L&I employees are 12% lower than the statewide average.
- During planning for pandemic flu, L&I discovered a significant population (~20%) of employees with less than 40 hours of available leave.

## Action Steps: (What, by whom, by when)

- Added a “retain leave” message to the communication plan for flu season preparedness.
- OHR continues to monitor and report monthly.

## Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6.4 Hrs	210.5 Hrs	6.4 Hrs	240.2 Hrs

\* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/08 through 06/09  
 Source: L&I

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

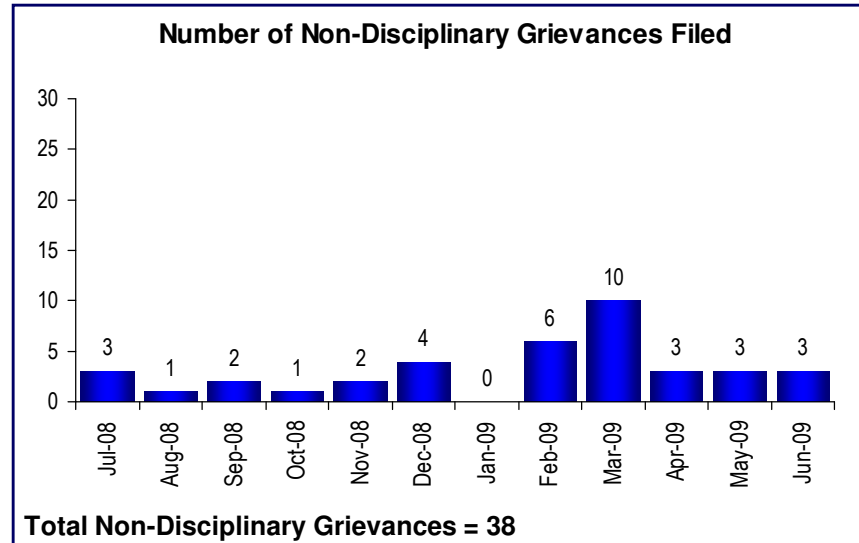
Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

## Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



\* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Non-Disciplinary Grievance Disposition\*

(Outcomes determined during time period listed below)

- 12 Withdrawn
- 8 Settled
- 17 Closed
- 1 Open

Data Time Period: 07/08 through 06/09  
Source: L&I

### Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Non Discrimination	18
2. Performance Evaluations/Files	6/2
3. Hours of Work	3
4. Seniority/Dues	3/3
5. Layoff/Leave	2/1

### Analysis:

- L&I's 38 non-disciplinary grievances account for 6% of the 625 similar grievances filed statewide.
- Grievances containing allegations of discriminatory action accounted for 47% of non-disciplinary grievances. None were sustained.

### Action Steps: (What, by whom, by when)

- L&I enjoys productive relationships with its bargaining units. Every effort to retain and improve those relationships will be made.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

## Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

### Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

**0 Total filings**

### Filings with Personnel Resources Board

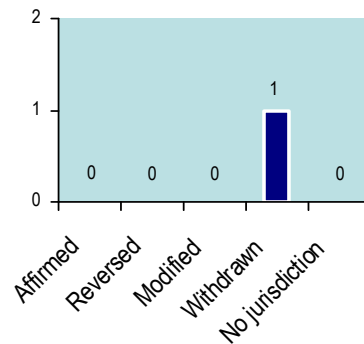
- 2 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

**2 Total filings**

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

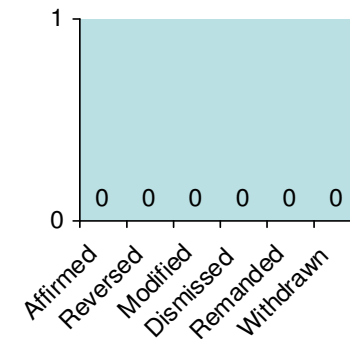
### Director's Review Outcomes



Total outcomes = 1

Data Time Period: 07/08 through 06/09  
Source: Department of Personnel

### Personnel Resources Board Outcomes



Total outcomes = 0

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

### Percent employees with current individual development plans

Competency gap analysis (TBD)

## Individual Development Plans

Agency Priority: High

### Percent employees with current individual development plans = 88.4%\*

\*Based on 1844 of 2086 reported employee count  
Applies to employees in permanent positions, both WMS & GS.

Assumption: employees with written expectations have development language in their expectations, as that has been the long-standing practice at L&I.

## Analysis:

- The measure is increased 2% from last year (88.4% versus 87%).
- The slight increase is due to a revised performance review process with less-than-optimal emphasis on written expectations or written development plans.
- Emphasis this cycle was on written evaluations, completion of which reached 98.2%.

## Action Steps: (What, by whom, by when)

- Training and plain-talked forms promise a significant improvement in the 2009-2010 performance year.
- Future cycles will focus on all three components of performance management – expectation, evaluation and development – which contribute to employee engagement.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

### Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

Agency Priority: High

**Percent employees with current performance evaluations = 98.2%\***

\*Based on 2049 of 2086 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- 13% increase over last year's performance.
- Significant effort to increase the percent of employees with current performance evaluations results from Governor's expectation and employee survey feedback.

## Action Steps: (What, by whom, by when)

- Continue efforts to simplify forms and process to remove any remaining barrier to 100% completion.
- Developed training program for supervisors centered on performance management, employee engagement and effective coaching for results.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

Agency Priority: Medium

### Disciplinary Action Taken

Action Type	# of Actions
Dismissals	10
Demotions	2
Suspensions	7
Reduction in Pay*	10
<b>Total Disciplinary Actions*</b>	<b>29</b>

\* Reduction in Pay is not currently available as an action in HRMS/BI.

### Issues Leading to Disciplinary Action

- Performance deficiencies
- Misuse of state resources
- Poor attendance
- Inappropriate behavior

## Analysis:

- Disciplinary actions are expected in employment.
- Significant increase in the number of disciplinary actions is due to a number of factors:
  - Actions up 222%
  - Reduction in Pay as a reportable statistic (10 versus n/a)
  - Increased accountability

## Action Steps: (What, by whom, by when)

- OHR continues to monitor and report monthly.

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

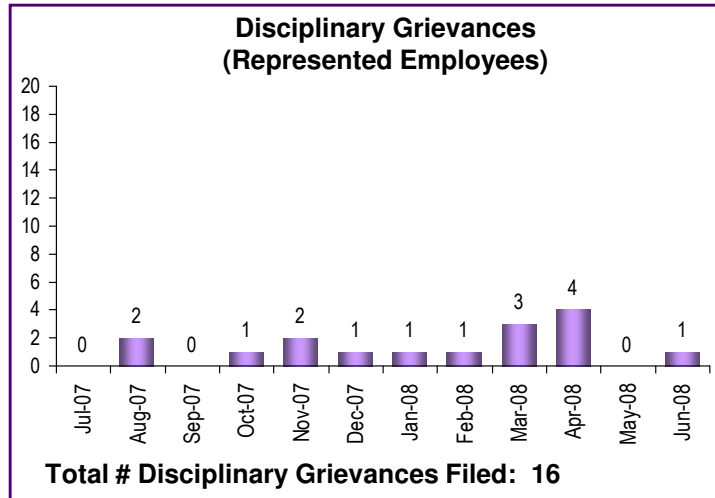
Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Disciplinary Grievances and Appeals

Agency Priority: Medium-Low



### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 5 Dismissal
- 2 Demotion
- 6 Suspension
- 0 Reduction in salary

**14 Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Disposition (Outcomes) of Disciplinary Grievances

- 10 Withdrawn
- 4 Settled
- 2 Open

### Disposition (Outcomes) of Disciplinary Appeals\*



\*Outcomes issued by Personnel Resources Board

Data Time Period: 07/08 through 06/09  
Source: L&I + DOP HRMS



# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Turnover rate: key occupational categories

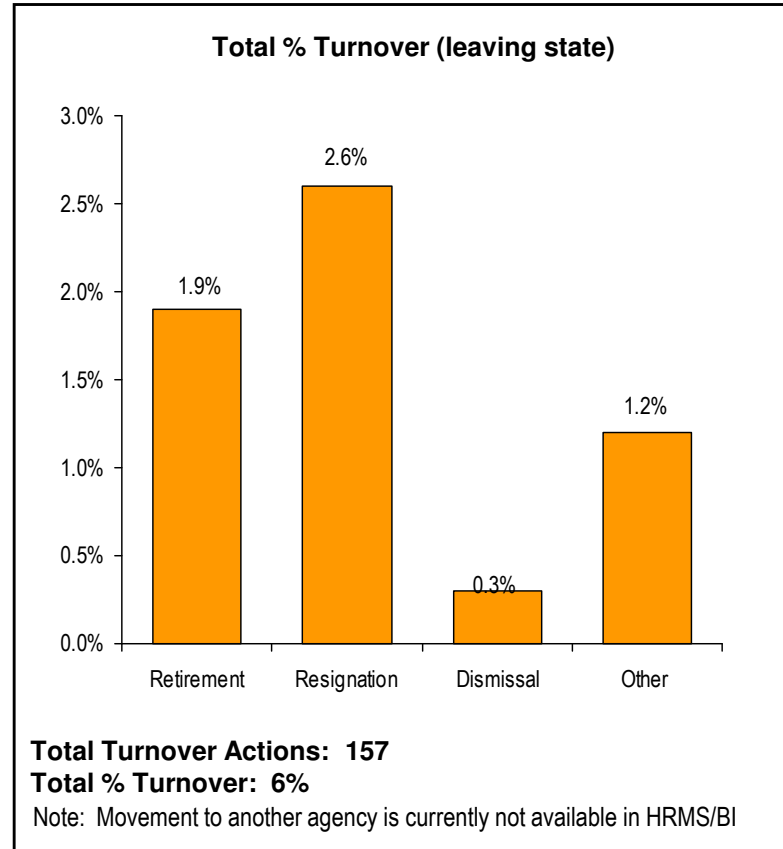
**Workforce Diversity Profile**

**Employee Survey Information**

Retention measure (TBD)

## Turnover Rates

Agency Priority: Medium-High



### Analysis:

- Turnover is measured by employees “leaving state service.”
- L&I turnover is reduced by 10.4% (6% versus 6.7%).
- The number of transactions is decreased by 13.7% (157 versus 182), however the nature of the reported actions is shifted:
  - 17.3% reduction in retirements
  - 21.2% reduction in resignations
  - 200% increase in terminations
  - 20% increase in “other.”

### Action Steps: (What, by whom, by when)

- L&I continues to develop tracking methods and data quality to effectively monitor internal “churn” and to effectively track and report on turnover and churn in key jobs.

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

## Workforce Diversity Profile

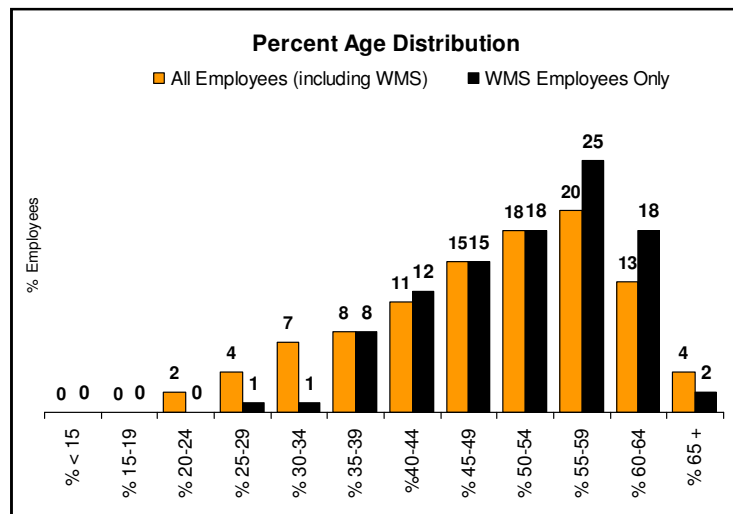
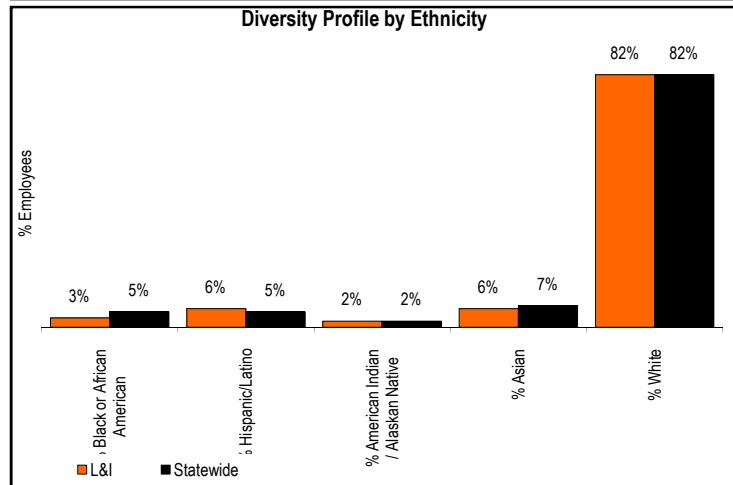
### Employee Survey Information

Retention measure (TBD)

## Workforce Diversity Profile

Agency Priority: Medium

	L&I	State
Female	59%	53%
Persons w/Disabilities	6%	4%
Vietnam Era Veterans	9%	6%
Veterans w/Disabilities	3%	2%
People of color	18%	18%
Persons over 40	79%	74%



### Analysis:

- L&I's diversity, by general categories of measurement and by ethnicity, is reflective of statewide diversity.
- The Age Distribution curve shows a disturbing lack of 18-25 year olds in the workforce.

### Action Steps: (What, by whom, by when)

- L&I is pleased with the overall diversity of its workforce. Efforts continue to expand diversity from reportable affirmative action statistics.
- With Department of Personnel, L&I hosted the statewide Diversity Fair again in 2009.
- Continue to monitor, train and report.

Data as of 06/09  
Source: DOP HRMS BI

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

## Workforce Diversity Profile

## Employee Survey Information

Retention measure (TBD)

## Employee Survey Ratings

Agency Priority: Medium

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.41	3.54
2) I receive the information I need to do my job effectively.	3.89	3.86
3) I know how my work contributes to the goals of my agency.	4.22	4.27
4) I know what is expected of me at work.	4.36	4.30
5) I have opportunities at work to learn and grow.	3.60	3.75
6) I have the tools and resources I need to do my job effectively.	3.94	3.89
7) My supervisor treats me with dignity and respect.	4.35	4.34
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.74	3.83
9) I receive recognition for a job well done.	3.32	3.50
10) My performance evaluation provides me with meaningful information about my performance.	3.21	3.45
11) My supervisor holds me and my co-workers accountable for performance.	4.10	4.14
12) I know how my agency measures its success.	3.54	3.62
13) My agency consistently demonstrates support for a diverse workforce.	n/a	4.05

**Overall average:** 3.81 3.89

**Number of survey responses:** 1671 1343

Data as of November 2007

Source: Statewide Employee Survey

## Analysis:

- There was a significant decrease in survey responses, 19.6%, in 2007.
- One marked significance between the two sets of results is the 4.05 result for the diversity question in its debut year.
- The 2009 survey is in progress as this is written.

## Action Steps: (What, by whom, by when)

- L&I has increased attention on performance management, accountability and recognition. As a result, we believe, survey responses to questions 7, 8, 9, 10 and 11 have increased.
- L&I anxiously awaits results of the 2009 survey for comparison and analysis.